



Tamkeen

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TAMKEEN QUARTERLY PROGRESS REPORT: SECOND QUARTER 2005



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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

APS	Annual Program Statement
ATC	Anti-Terrorism Certificate
CEC	Central Election Commission
CLIN	Contract Line Item Number
CSO	Civil Society Organization
CSS	Civil Society Specialist
D&G	Democracy and Governance
FOG	Fixed-Obligation Grant
HCLE	Higher Committee for Local Elections
IQC	Indefinite Quantity Contract
IR	Intermediate Result
IT	Information Technology
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
PLC	Palestinian Legislative Council
PMP	Performance Monitoring Plan
PONAT	Participatory Organizational Needs Assessment Tool
SOW	Scope of Work
USAID	United States Agency for International Development

Executive Summary



Woman votes in a village near Bethlehem in the May 5 local elections. In advance of the elections, Tamkeen's partner CSOs provided voter education directly to more than 20,000 Palestinian voters, almost half of them women. CSO partners also conducted Palestine's largest-ever round of candidate forums — 109 forums reaching 12,800 voters, many of them in extremely rural and marginalized communities.

The USAID-funded Civil Society and Democracy Strengthening project — known locally as Tamkeen, or “empowerment” in Arabic — focused on three major initiatives during the second quarter of 2005: strengthening the role of Palestinian civil society organizations (CSOs) in the democratic process by educating voters, observing elections, and generating debate about candidate positions; increasing the space for CSOs in public discourse in general by implementing the project's largest-ever portfolio of ongoing grants; and taking steps to ensure a high quality close out of all active grants and, eventually, all project operations.

With Tamkeen funding, 18 Palestinian CSOs conducted more than 363 voter education sessions directly reaching more than 20,000 people and 109 candidate forums reaching an additional 12,800 voters. With a secondary audience for brochures and flyers distributed during these activities, we estimate that this initiative indirectly reached more than 100,000 Palestinian citizens, or 25 percent of voters registered in the 84 villages and municipalities included in the May 5 round of local elections. Partner CSOs also conducted non-partisan election observation in both the West Bank and Gaza Strip. These efforts built upon programs launched in December 2004 and January 2005. Observers from the National Democratic Institute for International Affairs (NDI) told Tamkeen that these activities were the largest and only major voter education and candidate forum initiatives visible in advance of the local elections. In total, we issued approximately \$350,000 in small grants under our fixed-obligation grant (FOG) system in advance of the May 5 local elections.

After the May 5 local elections, Tamkeen and its partners began preparing for the Palestinian Legislative Council Elections, which were originally scheduled for July 17. When the Palestinian National Authority decided to postpone the elections in June, we it as an advantage, allowing us to teach Palestinian voters about the new election law, in particular, about new mixed election system, which is new to Palestine and almost universally misunderstood.¹

¹ The executive and legislative branches agreed on the major elements of a new law governing elections for the Palestinian Legislative Council (PLC) at the end of the second quarter. The draft is pending a final vote in the PLC and signature by the President. The final draft includes a new system of electing PLC members: Half will be elected as individuals from various districts (using a block voting system) and half by parties at the national level (using a proportional representation system).

To set up the new voter education initiative, Tamkeen is working with 17 CSOs from the West Bank and Gaza Strip to establish a strong coalition with a unified program that will take place in July, August, and September. With our facilitation and guidance during more than a half dozen workshops, the CSOs are jointly developing a curriculum and coordinating locations and target groups. In the end, this initiative will inform Palestinian voters and establish new standards for coordinated between West Bank and Gaza CSOs.

While developing the third phase of the voter education program, we continued to manage our largest-ever portfolio of active grants: 68 simplified grants worth \$6.5 million and 46 programmatic FOGs worth \$646,108. Our team of civil society specialists manages these grants, with assistance and oversight from the senior management and finance and administration teams. These grants support the overall participation of a wide range of democracy and governance (DG) and service delivery CSOs in public discourse, particularly through civic education for marginalized groups and advocacy on behalf of citizens in various sectors.

In the coming quarter, Tamkeen and its partners will sign and implement the voter education program for the PLC elections valued at approximately \$400,000 (discussed above), and launch a final round of election-related FOGs targeting either the PLC or local elections (if scheduled). The final round of grant-making will be valued at between \$400,000 and \$450,000.

While we moved forward as planned in these technical areas, we also prepared for closing the project in December 2005. Closing a project of Tamkeen's size and duration presents many challenges, not the least of which is ensuring the high-quality close out of more than 350 subgrants to more than 90 different CSO partners. With new initiatives and project close down in mind, USAID approved a budget realignment and amended work plan for Tamkeen in May 2005.

The realignment and amended work plan call for necessary but difficult reductions in staffing starting July 1 and continuing through the end of the project. The reductions include halving the team of civil society specialists (who manage grants on a day-to-day basis), eliminating several support positions (e.g., office managers in Gaza and the West Bank, the communications specialist, an IT specialist, and one of our drivers), and eliminating the position of director of programming and communication at the end of August. We are highly grateful for hard work of all of these employees. Their dedication has been a key element in Tamkeen's ability to meet and exceed all of its USAID contractual obligations, despite operating for five years in an extremely difficult and unpredictable political, economic, and security environment.

Polls and informal interviews reveal that a large majority of Palestinians, even opinion and political leaders, do not understand this new system or its implication on the Palestinian political map.

SECTION I

Tamkeen's Vision and Operational Environment

Despite a rapidly changing political and security environment, Tamkeen continued to meet its contractual and work plan objectives throughout the quarter. As discussed in our work plan, election initiatives remain our primary new activities, although we also continued to monitor and close out the project's largest-ever portfolio of ongoing grants — 68 simplified grants and 46 programmatic fixed-obligation grants (FOGs) worth a combined total of more than \$7.1 million as the quarter started. Election initiatives and the rest of our ongoing grants program are discussed in detail in Section II of this report. This section examines how the political, security, and economic environment affected project operations during the quarter.

Tamkeen's most significant internal challenge during the quarter was the need to adapt to budgetary constraints as the project comes to a close, while continuing to deliver valuable assistance to the CSO community and conducting a high-quality close-out of all ongoing grants. This process required a thorough analysis of all project activities, discussions with USAID, and an examination of current staffing levels. Based on this exercise, Chemonics submitted a proposal to realign the project's budget and modify the work plan to USAID in April. USAID approved the work plan amendment and issued a contract modification incorporating the budget realignment in May.

The realignment calls for significant reductions in staffing starting July 1 and continuing through the end of the project. The reductions include halving the team of civil society specialists (who manage grants on a day-to-day basis), eliminating several support positions (e.g., office managers in Gaza and the West Bank, the communications specialist, one of our IT specialists, and one of our drivers), and eliminating the position of director of programming and communication at the end of August.

The implications of the budget realignment on our approved work plan are described in detail in our USAID-approved "Amendment to Tamkeen's 2005 Work Plan." In summary, they are:

- An increase in grants to support Palestinian CSOs in the context of local and parliamentary elections.
- A substantial decrease in the number of capacity building and technical assistance initiatives, which require short-term expatriate and Palestinian experts.
- An elimination of most impact assessment initiatives, which also require short-term expatriate and Palestinian experts.
- A phase out of the project's communications activities over the course of the third quarter.
- A substantial downsizing of both technical and administrative staff starting July 1.

A. Tamkeen's Vision

Tamkeen's vision is to ensure the "increased participation of Palestinian civil society organizations (CSOs) in public discourse... and to contribute to preserving the critical 'space' occupied by Palestinian CSOs, placing them at the heart of the communication nexus between citizens and their public representatives at the local and national levels."

Accordingly, Tamkeen has supported the efforts of Palestinian CSOs to implement activities that contribute to USAID's Strategic Objective 3 ("more responsive and accountable governance"), its intermediate result (IR) 3.1 ("increased participation of CSOs in public decision-making and government oversight"), and the following sub-IRs:

- Increased capacity of CSOs to participate in public discourse
- CSOs effectively aggregate and articulate citizen issues
- CSOs effectively disseminate information to citizens on public issues

The continued relevance of Tamkeen's vision is explained in greater details in the approved work plan. In that document, we analyze and explain how the package of support Tamkeen offers is still very much needed to enable CSOs to affect public discourse in Palestine, contribute to the transition to democracy, and support the conduct of free and fair elections.

B. Working Environment

Since it was launched, Tamkeen has operated in a complex and volatile political environment. The project has adapted to these challenges through decentralization, information technology (IT) solutions, and stronger relationships with the CSO community, USAID, and other stakeholders. As a result and despite all of these challenges, the project has achieved its targets and contractual deliverables.

The section below reviews developments in the four areas that were identified as major environmental factors when the work plan was developed.

B1. Social and Economic Hardship

Despite some hopeful rhetoric and a slight lowering of political tensions, social and economic conditions in the West Bank and Gaza continued the deterioration started almost five years ago with the outbreak of the Second Intifada (September 2005). The worsening economic situation is reflected in a recent report published by the International Labor Organization (May 2005). The reports says that "despite renewed optimism in the dialogue between Israelis and Palestinians, approximately half the Palestinian population still live in poverty, and the situation is getting worse."

This sentiment was echoed by a recent public opinion poll conducted by the Jerusalem Media and Communication Center (May 2005) in which 54.4 percent of the public reported no change in their economic situation since the election of President Mahmoud Abbas in early January 2005. The remaining population was evenly split, with 22.9 percent saying their economic situation had improved and 21.1 percent saying it had declined.

These numbers highlight the continued need for CSOs and the Palestinian authority to work together to extend basic services to the neediest segments of the population.

B2. Increasing Political Sensitivity

Political instability within Palestinian-controlled areas increased during the quarter, resulting in a continued decrease in the public's perceptions of safety and security. Of most concern, shootings at various Palestinian Authority offices and officials increased in prevalence throughout Palestine. A public opinion poll conducted by An-Najah National University in May 2005 showed that the vast majority of respondents, 87.4 percent, do not feel that they, their families, or their property are safe in the current environment.

The debate over the new elections law received major attention during the quarter as well, dominating headlines in virtually all local newspapers and private television stations. These debates were concluded towards the end of the quarter with agreement between all parties on a mixed election system. The law is expected to be endorsed by the Palestinian Legislative Council (PLC) and the president early next quarter, allowing a date for the long-awaited Legislative Council elections to be set. The indefinite delay of the PLC elections, which were originally set for July 17, has also forced to project to work with USAID to adjust its election-related initiatives (see B4).

The Israeli "disengagement plan" from the Gaza Strip and selected settlements in the northern West Bank was the other major issue dominating the news during the quarter. Unfortunately, and perhaps for political reasons, there was little, and for the most part superficial, discussion related to the political, economic, legal, security, and/or other aspects of the disengagement plan among the Palestinian public during quarter. As disengagement nears, some CSOs, particularly in the Gaza Strip, are organizing discussions about aspects of the plan. Nevertheless, a more participatory, sustained, focused, and rigorous analysis and dissemination of the various dimensions of the plan, as well as its expected impact on the lives of the ordinary citizen, is much needed and long overdue.

B3. Logistical Constraints

Travel within the West Bank and Gaza, and between these two non-contiguous geographic entities, continues to be extremely difficult and dangerous due to Israeli restrictions, complicating all of Tamkeen's planning efforts and forcing it to adapt continuously.

The continuation of USAID's prohibition on travel by expatriate and third-country nationals to the Gaza Strip continues to hamper the delivery of high-quality training and technical assistance, as well as the day-to-day oversight of project activities. These issues are largely overcome by the competence and training of our Gaza team, as well as the ability of the chief of party (who is a Palestinian national) to travel to the Gaza Strip and for a few members of our Gaza team (less than half) to travel to the West Bank. Of course, these individuals can only travel when the Israeli government is permitting Palestinians to cross the Erez checkpoint, which closes frequently without warning.

Tamkeen is also able to compensate for some of these challenges by using electronic and video conference solutions, but these cannot fully substitute for face-to-face interaction. For example, the director of finance and administration has compliance oversight responsibility for grants in the Gaza Strip but has not been able to visit the area for more than a year. Fortunately, our very well trained Gaza staff and the director of the Gaza office are able to maintain the integrity of the program in close coordination with the director of finance and administration.

Similarly, the Gaza team has maintained the momentum, coordination, and quality of voter education, observation, and candidate forum activities with partner CSOs, while the director of programming and communications has been forced to manage these activities from a distance using telephone, email, and video conference facilities.

With disengagement from Gaza looming on the horizon, Tamkeen is now planning to confront additional logistical challenges using creative solutions. For example, partner CSOs now expect the Gaza Strip to be divided into three or four pieces during the disengagement, making travel between these areas next-to-impossible. In anticipation of this logistical problem, they have divided regional responsibilities and selected trainers such that each organization will conduct activities only its own geographical area with trainers who will not have to cross from region to region within the Gaza Strip.

B4. Chronic Uncertainty

Because of the sudden and unexpected nature of changing circumstances in the West Bank and Gaza, planning has become a very challenging task. Valuable resources, human and financial, are being allocated to developing contingency plans and coming up with reasonable scenarios to cope with the chronic uncertainty that surrounds our work. As explained above, the cost of doing business has increased to compensate for these risk factors.

To cope with these challenges, Tamkeen continues to work with CSOs to develop programs that take into account, to the extent possible, the various uncertainty factors which typically results in an increase in the implementation cost due to higher transportation and duplication costs.

Building on the experience it has gained over the past four years, our team maintains a flexible and participatory approach to programming and implementation, which has allowed us to deal with challenges and to seize opportunities as they arise.

SECTION II

Strengthening the Role of CSOs in Public Discourse

A. Increasing the Focus on Elections with Capacity Building and Grants

As discussed in the previous section, Tamkeen streamlined its work plan during the second quarter to focus on strengthening the role of CSOs in the election process and managing and closing out ongoing grants. With 18 partner CSOs, it completed major voter education, candidate forum, and observation initiatives in advance of the second round of local elections on May 5, and prepared the groundwork to launch another round of election assistance during July, August, and September — this time to teach Palestinians about major features of the new election law. We also continued to monitor and close out the largest grants portfolio in our project's history.

Several other initiatives were halted or scaled back as a result of the budget realities. The status of these initiatives is also discussed in this section.

B. Supporting the Role of CSOs in Elections

B1. May 5 Local Elections: CSO Efforts Reach More than 30,000 Palestinians

The Palestinian Authority, under the leadership of the Higher Committee for Local Elections (HCLE), conducted local elections in 76 villages and municipalities in the West Bank and 8 in the Gaza Strip on May 5, 2005.¹ These elections followed the first round of local elections, conducted in December 2004 in the West Bank and January 2005 in the Gaza Strip. A third round of local elections has yet to be scheduled, but is expected later in the year.

The second round of local elections presented three significant challenges to Tamkeen and its partner CSOs: (1) How to extend voter education and candidates forums to remote villages, especially in the West Bank; (2) How to effectively deal with the expected enthusiasm and political tensions surrounding these elections; and (3) How to prepare inexperienced CSOs to cope with these challenges and implement high-quality programs.

In a major expansion of election initiatives started in December 2004 and January 2005, Tamkeen worked with CSOs to confront these challenges by organizing workshops to coordinate efforts, training facilitators in conducting candidate forums and voter education activities, and awarding small grants. To ensure geographical coverage, Tamkeen selected CSO partners based throughout the occupied territories, even in hard-to-reach areas like southern Gaza Strip and northern West Bank.

In summary, Tamkeen completed the following:²

¹ The results of the elections in three municipalities in the Gaza Strip were disputed and the court has ordered re-votes in selected polling centers. These re-votes have yet to be scheduled by the Higher Committee for Local Elections.

² Tamkeen's efforts in the context of the May 5 local elections extended across the first and second quarter. Therefore, one should also refer to our Quarterly Progress Report for the first quarter of 2005. In addition, Tamkeen produced and delivered two reports and several briefing papers to USAID on its election-related initiatives during the quarter. The reports are (1) "Strengthening the Role of Palestinian Civil Society Organizations in the Emergence of Democracy in Palestine: Tamkeen Assistance in the Second Round of Municipal Elections, May 5, 2005"; and (2) Tamkeen Observation Report: The Conduct

- *Awarded \$350,000 in small grants to 18 CSO partners to conduct voter education programs and candidate forums.* Many of the CSOs are based in hard-to-reach areas like the far northern and southern West Bank and the southern Gaza Strip. In total, these CSOs conducted 363 voter education sessions directly reaching more than 20,000 people and 109 candidate forums, reaching an additional 12,800 voters.
- *Conducted two, one-day training programs for CSO managers, trainers, and facilitators* (in March 2004) — one on developing high-quality voter education programs and the other on organizing candidate forums. These training programs were led by two international experts: Jennifer Collins-Foley and Lazhar Aloui. They brought years of experience in election administration and voter education. Collins-Foley offered additional expertise in conducting candidate forums and public debates gained while working with the League of Women’s Voters in the United States.
- *Helped partner CSOs produce and disseminate 30,000 copies of “A Voter’s Guide to Local Elections,”* with all CSO partners with input from the Tamkeen staff and two international consultants. The team also produced five different informational flyers. More than 30,000 copies of each were distributed prior to May 5. All of the materials were produced in cooperation with the Higher Committee for Local Elections and with input from the CSOs participating in Tamkeen’s voter education initiatives. These were the only materials of their kind developed specifically for local elections. Based on previous experience, CFI estimates that between three and four adults read each copy of the guide, raising the number reached, both directly and indirectly, to more than 100,000, or 25 percent of voters registered in the districts included in the May 5 round of local elections.
- *Hosted the first major conference after the presidential vote and first round of local elections* (in March 2004). The conference brought together election officials, CSO representatives, and international experts to discuss successes and failures in the process and chart improvements moving forward (see Tamkeen’s separate report on the conference)³
- *Funded the launch of a coordinated election observation efforts by partner CSOs in the West Bank and Gaza Strip.* Tamkeen’s partner CSOs fielded approximately 280 domestic, non-partisan observers on election day, 100 in the Gaza Strip and 180 in the West Bank. To recruit and train the observers, the CSOs drew on skills learned during Tamkeen’s training-of-trainers program in December 2004. All of the partners, including a coalition of four CSOs in the Gaza Strip, released reports.
- *Evaluated observer performance and coverage* to design improvements for future observation efforts and to evaluate improvements since the January 9 presidential election. The members of Tamkeen’s team evaluated the state of domestic observation, particular non-partisan observation, and conditions in and around polling stations. A report on Tamkeen’s observation efforts was released May 24 to USAID and subsequently to the donor community.

of Domestic Observers and Conditions In and Around Polling Stations, Palestinian Municipal and Village Council Elections, Second Round, May 5, 2005.” Both reports are available from Tamkeen.

³ The full report, “Summary of Conference Findings, Palestinian Elections: Lessons Learned, Plans for the Future,” is available from Tamkeen.

- *Recommended and contacted lawyers from the NGO community to attend a USAID-funded Rule of Law project (Arkan) workshop on the complaints process for elections. The workshops proved a success, with near 100 percent attendance by CSO invitees. Increasing understanding of the complaints process among legal professionals was one of the recommendations highlighted during the Tamkeen-sponsored conference on elections in March.*

B2. Next Step: Teaching Voters About the New Election Law

Responding to the postponement of the Palestinian Legislative Council (PLC) elections and in coordination with USAID, Tamkeen and its partner civil society organizations (CSOs) redesigned the voter education efforts in our 2005 Work Plan and subsequent modification. Instead of focusing on voting procedures and “get-out-the-vote” efforts, Tamkeen and its partners are now focusing on increasing knowledge of the new election law currently pending a final vote in the PLC and signature by the president.

Sixteen CSOs submitted proposals to participate in this unified voter education program during the first week of July (shortly after the end of the reporting period).⁴ If funded, the total value of the grants will be approximately \$400,000. These CSO efforts are expected to reach at least 17,000 Palestinian voters directly, and many more indirectly during July, August, and September. Tamkeen will finalize the proposals with its CSO partners and issue grants by early July.

Next Round of Voter Education: CSOs to Work in Coalition and Target Community Leaders

In the round of voter education being planned for July through September, Tamkeen is encouraging its partner CSOs work in a coalition and better target their programs.

To build a coalition, Tamkeen has facilitated a series of a half dozen meeting to evaluate previous programs, establish goals for the new program, and build a common curriculum and methods of delivery. This makes the current voter education effort the most unified program initiative in the project's history and a model for cooperation between CSOs throughout the West Bank and Gaza Strip.

Tamkeen has also coached partner CSOs on how to better target their training programs toward opinion leaders in the community. By targeting leaders, especially at the community or village level, the benefits of the training can be spread to others through informal and formal means. This is particularly true of individuals in the community who are already involved in voluntary activities. Many of these people are past participants in other Tamkeen-funded initiatives.

Tamkeen's partner CSOs are using a broad definition of leaders and leadership, each assessing its own capabilities and traditional constituents. For example, the Guide Mothers trained by Al Lod Cheritable Society in Nablus (under a Tamkeen grant) have become respected members of their communities by conveying valuable health information door-to-door. Al Lod will deliver the new voter education training to these women with the hope that they will convey the knowledge to their friends and neighbors. Similarly, the Civic Forum Institute will target journalists, while Al Mawrid Teacher Development Center will target teachers from throughout the West Bank.

In the Gaza Strip, two CSOs will target the leadership and members of selected syndicates, while others will concentrate on working with small organizations and committees representing youths, farmers, the deaf, and other groups in marginalized communities.

With their grant application, each participating CSO will present a plan for identifying and working with other local organizations to select the most appropriate trainees, with a preference for those trainees who can be expected to teach the knowledge to others in their community or peer group.

The main element of this initiative is a joint effort to teach Palestinian voters about the new election law. The final draft of the new law mandates two levels of elections for PLC

⁴ Previous reports to USAID stated that 17 CSOs were participating in this program. Since that point, one CSO has declined to be involved for internal reasons.

members — 50 percent will be elected on a national level and the other 50 percent by districts. To complicate matters, the national election will be based on proportional representation by parties and the district level will be based on voting for individual candidates in blocks. Recent polls show that systems of proportional representation, as well as parallel systems generally, are poorly understood by the Palestinian electorate and opinion makers. The program will also include training on quotas for minorities and women (also difficult to understand for most Palestinians) and some information on registration and why to vote.

To build a high-quality program and encourage coalition-building, Tamkeen's partners are developing a common curriculum and teaching methods. With Tamkeen assistance, a curriculum committee nominated by the CSO partners met twice during the quarter, and a subgroup of that committee started developing materials that will be reviewed and printed in the first three weeks of July. These materials include a trainee guide highlighting important elements in the new law, a trainers' guide, and related handouts and exercises for use during the workshops. The CSOs are developing the materials in close coordination with the Central Election Commission (CEC). Tamkeen and its partners will also conduct a mandatory training-of-trainers program for all facilitators in the voter education sessions to ensure consistency and quality throughout the West Bank and Gaza Strip.

Finally, Tamkeen is considering one to two small grants to a major CSO(s) to conduct high profile public forums on the draft election law. These forums will extend knowledge and debate of the key feature of the law and their implications for the future. This initiative was pending approval from USAID at the end of the quarter.

These new awards will bring the value of Tamkeen grants issued in connection to elections to more than \$800,000 and the number of direct beneficiaries to more than 60,000. Depending on need and the ability of partner CSOs to implement additional activities, Tamkeen plans to award a final round of voter education grants in early August.

C. Increase Involvement of CSOs in the Democratic Process After the Elections

In its 2005 Work Plan, Tamkeen proposed several activities after the PLC elections. Because the PLC elections have been postponed and in light of the new budget realities discussed in Section I, Tamkeen has eliminated plans for major activities after the PLC elections. That said, we continue to fund limited grantee efforts in two of the areas, efforts that may be expanded under other donor-funded projects:

- *C1. Grassroots advocacy for changes to election law and procedures.* Pending USAID approval, Tamkeen and the Arab Thought Forum are considering conducting town hall meetings across the West Bank and Gaza Strip with senior opinion leaders, including CSO representatives, on the impact of the new election law on Palestinian politics. The plan includes a major national conference in Ramallah.
- *C2. Citizen and CSO oversight of newly elected officials.* Under a Tamkeen grant, the Palestinian Center for Peace and Conflict Resolution is currently implementing a pilot project in four villages near Nablus designed to create citizen advisory councils to the local councils. We will evaluate the success of this project in the coming quarter. In addition, Tamkeen grantee the Arab Thought Forum

recently completed a project that developed a local integrity and good-governance index for local government.

Tamkeen Extends Democratic Practices to Marginalized Groups

It would be hard to argue that any group in Palestinian society is more marginalized than hearing-impaired people from Rafah (southern Gaza Strip). This is the target group of one of Tamkeen's 44 ongoing simplified grants. Under the grant, Al Amal Society for the Deaf is empowering young-hearing impaired Rafahans, showing them that their voice counts and that they can advocate on their own behalf.

Hazem Zur'rob, 22, is a leader in the program. Deaf since childhood, he worked hard to complete the tenth grade at Al Amal and get a job as a computer tutor. As important, he is leading an advocacy campaign to integrate deaf and hearing impaired persons into the educational system, job market, and society in general using skills learned as part of the Tamkeen grant.

"The project created a state whereby we learned that we can come out and do something. As a result, we began to organize ourselves and talk about equal placement in society."

Among the many achievements of Mr. Zur'rob and his colleagues is the creation of a club for the deaf, advocacy work with the municipality and employment department, and organizing a sign-language course for public officials.

Of the sign language course, Al-Amal project coordinator Ahmed Mousa said, "The demand for the course surprised us. Junior officials came in the beginning, but the buzz created by those officials made their bosses curious to come."

The course had the effect of creating greater understanding of the needs and thoughts of the deaf on the part of public officials.

"This makes us more optimistic about our chances of being placed in jobs. It makes it easier for us to communicate with such people, and easier for them to listen to the deaf themselves and understand their concerns," concluded Mr. Zur'rob.

Building on this grant, Al Amal worked with three other Gaza-based CSOs to develop a voter education guide and glossary of terms for the deaf, to implement voter education classes, and to conduct the first-ever candidate forums specifically targeting the hearing impaired. As a result of these efforts, candidates and factions in Rafah started taking the voice of the deaf seriously and courting their votes in the lead-up to the May 5 local elections.

D. Managing the Final Phases of Tamkeen's Grant Portfolio

Through its ongoing grants program, Tamkeen continued to support the overall participation of a wide range of D&G and service delivery CSOs in public discourse, particularly through civic education for marginalized groups, advocacy on behalf of citizens in various sectors, and election-focused grants (which are discussed in Section II.B).

As shown in Exhibit II-A, Tamkeen entered the quarter with its largest-ever portfolio of grants: 68 active simplified grants worth \$6.5 million and 46 programmatic FOGs worth \$646,108. Our team of civil society specialists manages these grants, with assistance and oversight from the senior management team and the finance and administration team. At the end of the quarter, budget restrictions forced Tamkeen to reduce the CSS team by half, from 10 professional and 2 managers to 5 professional and 2 managers.

Exhibit II-A: CSS Team Grant Portfolio

	Active Simplified Grants	Active Programmatic/Election FOGs
March 30	68 valued at \$6.5 million	46 valued at \$646,108
June 30	44 valued at \$4.1 million	23 valued at \$230,603, with approximately 40 additional grants valued at \$850,000 to be awarded in July and August
September 30	All closed	15 valued at approximately \$330,000 to be closed in October.

During the second quarter, about one third of the simplified grants closed, as did approximately one half of the FOGs. Therefore, the team will start the third quarter managing a portfolio of 44 simplified grants valued at \$4.1 million and 23 active FOGs valued at \$230,000.

We expect to issue approximately 20 more election FOGs valued at \$400,000 during July. The CSS team developed more than half of these grants in June, for issuance in early July (again, see Section II.B). The remaining election-related FOGs will be issued in August. However, the exact number and value of these FOGs will depend on the funds remaining in our grant-making budget (CLIN 2), as well as on programmatic priorities. The amount of remaining grant funds fluctuates as a result of funds returned from grants that come in under budget, as well as from funds returned as a result of audit findings.

SECTION III

Improving CSO Internal Governance and Transparency

A. The Other Side of Strengthening the Role of Civil Society in Public Discourse

The previous section focuses on helping Palestinian CSOs and their constituents become involved in reform and democratization at the local and national levels. This section presents initiatives designed to strengthen CSOs themselves, focusing on their internal governance, financial and administrative systems, procedures, and other technical capacities.

During the second quarter, we moved toward completion of most of our work plan activities in this area, with several scaled back as a result of the May 2005 budget realignment. As a result of the realignment, we are currently focusing activities on maintaining the strength of financial systems and successfully completing the advanced training best practices program, an initiative started in early 2004 with the most important Palestinian universities and training service providers.

B. Strengthening Financial and Administrative Systems

Building on the work of the finance and administration team last year, we continued to address weaknesses in financial management and administrative systems through capacity building aimed at boosting transparency and accountability. These activities became more limited to final voucher reviews and the finalization of audits in the second quarter, in accordance with the gradual completion of ongoing grants. In particular, the spot-check program focused primarily on small, nascent organizations doing election-related work. These efforts are closely tied to Tamkeen's internal grants management efforts, described in Section VI of this report.

B1. Financial and Administrative Improvement Plans

As part of monitoring grant compliance, Tamkeen's policy is to conduct pre-award capacity assessments for all new grant applicants and spot-checks for grantees throughout the implementation of activities. The results of our capacity assessments and spot-checks are encapsulated in financial and administrative improvement plans that require CSOs to take certain actions as a condition for receiving funds or continuing to receive uninterrupted funding and reimbursements of tranche payments. While labor intensive, spot-checks and written reports are extremely useful in helping Tamkeen maintain a strict compliance program and in helping CSOs clearly identify, understand, and address weaknesses.

As the grants program is scaling down, Tamkeen's spot-check efforts during the second quarter were focused on final voucher reviews for cost allowability, mainly in the Gaza Strip. During the second quarter, the Tamkeen finance team conducted 38 spot-checks on 18 organizations in Gaza. We did not conduct any pre-award capacity assessments in the West Bank or Gaza Strip because we did not work with any new partners. As needed, we will continue cost allowability spot-checks throughout the remainder of the project.

B2. Financial Management Training

Additional rounds of the 10-module financial management training course and the one-day mini-version of this program were eliminated in the amended work plan approved by USAID. Instead, we are focusing on one-on-one capacity building through voucher reviews and spot-checks.

B3. Development of Operational Manuals

This activity was eliminated in the amended work plan approved by USAID.

B4. Training for CSO Accountants

Based on needs identified in spot checks and consultations with CSOs, Tamkeen's finance staff designed and delivered a one-day training program for CSO accountants in Gaza in late 2004. Plans for further rounds of this activity were eliminated in the amended work plan approved by USAID.

C. Improving Training Delivery

USAID approved the scope of work for the fifth and final module of the advanced training best practices (ATBP) program. It will be launched in the third quarter using both international and Palestinian consultants. Plans for the final phase of the program were scaled back due to current budget realities. Members of the Palestinian Training Best Practices Committee, as well as the two Palestinian trainers, will donate some of their own time and resources to the successfully complete this major initiative, which was started in early 2004.

The fifth module is a five-day workshop covering, "Effective Training Management and Quality Assurance." It will be conducted between August 14 and 18 in the West Bank, and subsequently by one of Tamkeen's Palestinian consultants in the Gaza Strip.¹

What is the Palestinian Training Best Practices Committee?

Formed with Tamkeen assistance in 2003 and 2004, the Palestinian Training Best Practices Committee is dedicated to improving the quality of training delivery in the West Bank and Gaza. Its members represent most of the leading training service providers and university extension programs in Palestine: Al-Quds Open University, An-Najah University, Birzeit University, Ma'an Development Center, Bisan Center for Research and Development, Panorama, Bethlehem University, Hebron University, and the Islamic University of Gaza.

While Tamkeen works with the Palestinian Training Best Practices Committee to launch the fifth phase of the ATBP program, it is also discussing sustainability plans and next steps for the committee after the end of Tamkeen assistance.

D. Strengthening Monitoring, Evaluation, and Impact Assessment

Tamkeen's experience implementing grants and conducting impact assessments revealed a profound need among Palestinian CSOs for stronger monitoring, evaluation, and impact assessment capabilities. To address this need, Tamkeen outlined two training initiatives to be conducted under the 2005 Work Plan, one of which was eliminated in the amended work plan approved by USAID.

¹ Because of USAID restrictions, the expatriate consultant who developed the program is unable to travel to the Gaza Strip.

D1. Monitoring and Evaluation

This activity was eliminated under the amended work plan. Nevertheless, Tamkeen has required grantees to internalize monitoring and evaluation elements in all new election-related grants. This includes the use of unified monitoring forms, evaluations after each voter education session, and meetings to review lessons learned at the level of the CSO and the entire coalition of CSOs after the completion of activities.

D2. Impact Assessment

Tamkeen conducted a three-day, intensive workshop in impact assessment techniques and strategies for 19 Palestinian professionals nominated by CSOs during the first quarter. Our plans to engage the top participants as short-term consultants to conduct impact assessments of projects implemented by Tamkeen grantees was eliminated during the realignment of the work plan and budget.

E. Improving IT Capacity

At the beginning of the second quarter, Tamkeen issued eight information technology (IT) capacity building FOGs worth \$49,421. These grants completed our IT capacity building program. A end-of-activity report on this major capacity building initiative will be completed in the third quarter. It will incorporate the findings of an external evaluator (see Section V.B).

F. Improving Overall Organizational Effectiveness and Governance

Tamkeen presented the Participatory Organizational Needs Assessment Tool (PONAT) to a wide cross-section of CSOs (partners and non-partners), as well as international donors during 2004. Further efforts in this area were eliminated under the May 2005 budget realignment and accompanying work plan modification approved by USAID.

G. Increasing the Number of Effective Project Managers

Under a Tamkeen grant, the Islamic University in Gaza completed a final round of training in project management for CSO representatives in the Gaza Strip. Similar training was conducted in 2003 and 2004 by Ma'an Development Center in the West Bank. Plans for further efforts in this area were eliminated under the May 2005 budget realignment and accompanying work plan modification approved by USAID.

SECTION IV

Communications and Outreach

A. Background and Objectives

Within the context of the budget realignment and work plan modification approved by USAID during the second quarter, Tamkeen is scaling back its communications activities as the end of the project approaches. Throughout the quarter, we continued to produce and distribute the “Tamkeen Weekly,” with success stories, upcoming events, and updates on project activities. We also continued to update information on our website. On the other hand, new capacity building initiatives in the communications area have been discontinued, with the exception of helping improve journalists knowledge of the new election law. This section provides a brief summary of our second-quarter achievements in communications and outreach, and provides an overview of our plans for the third quarter.

As stated in the 2005 Work Plan, our communication efforts have two overall objectives:

- Increase the capacity of Palestinian CSOs to communicate their goals, objectives, and successes to target populations and key groups, including the donor community, opinion leaders, and the media
- Increase transparency, understanding, and appreciation of Tamkeen’s efforts among the project team, USAID, existing and potential grantees, key stakeholders, and opinion leaders.

B. Increasing the Communication Capacity of Palestinian CSOs

Tamkeen completed an introductory media training program for partner CSOs in the West Bank during the first quarter. Because of budget constraints, this program will not be continued as originally planned. Donors or others interested in continuing this initiative should consult the findings and recommendations in Tamkeen’s previous quarterly report.

B3. Improving the Ability of Journalists to Cover Elections

Tamkeen is in the process of concluding a series of three small grants with the Civic Forum Institute (CFI) to conduct training for journalists (and other target groups) about the major features of the new election law. As currently proposed, the training will cover the following topics:

- Importance of elections in a democracy
- Election systems
- New parliamentary election law
- Role of the media before, during, and after the PLC elections
- Role of media in awareness-raising campaigns related to elections

CFI will deliver the training to print, radio, and television journalists from throughout the West Bank and Gaza Strip during August and September.

C. Increasing Awareness of Tamkeen and Its Benefits

Tamkeen continued to provide quality information to external audiences about its operations as well as the benefits that USAID support is creating for the Palestinian people. Major targets of these activities include:

- Tamkeen's partner CSOs
- Other CSOs and influential persons in Palestine
- USAID officials
- Other international donors and projects
- Palestinian public
- Interested public outside Palestine

C1. Maintain Tamkeen Website

Tamkeen continued to successfully maintain its website during the quarter, adding a great deal of information and success stories about ongoing activities. In particular, we continued to provide updates on the efforts of our partner CSOs in the context of elections, but also posted new stories about other grantee activities.

We posted an average of one success or news report story a week throughout the quarter, a process that will extend through the third quarter despite budget and personnel limitations.

The Website received 504 external hits during the second quarter,¹ A total of 284 hits were registered by servers outside of Palestine.

C2. Develop and Distribute Printed and Electronic Information on Tamkeen/USAID Efforts

Tamkeen continued to produce and distribute a weekly update on activities, revising systems to allow for a quicker publication of success stories on grantee activities. The best success stories are quickly published to the Tamkeen website, which the project also continues to maintain.

C3. Increase Direct Communication With Major External Audiences

Tamkeen sent invitation for a meeting of the International Donors Group (scheduled for July 7). The group was created by Tamkeen in 2002 as a forum for donors to Palestinian CSOs to discuss current and future plans, and share experiences and information.

We also continued to coordinate and share information with other project and donors and to inform USAID of developments on a continuous basis. During the quarter, election assistance continued to top the agenda of most meetings, although the current state of democracy and civil society in Palestine in general, as well as the Gaza withdrawal, also generated interest. We conducted coordination and informational meetings with representatives from:

- US Congressional delegation
- USAID/West Bank and Gaza, Office of Democracy and Governance
- USAID/West Bank and Gaza, other mission staff and the director

¹ Hits from outside the Tamkeen project.

- USAID Office of Transition Initiatives
- USAID senior writer/editor
- Central Election Commission
- Higher Committee for Local Elections
- National Democratic Institute for International Affairs
- International Foundation for Election Systems
- International Republican Institute
- USAID-funded Arkan project
- Various other donors, diplomatic missions, and donor-funded projects to reduce overlap, coordinate efforts, and share information on program initiatives.

SECTION V

Results Monitoring

A. Forming a Complete ‘Picture’ of the Project

As noted at the beginning of the work plan, Tamkeen is dedicated to increasing the participation of Palestinian CSOs in public discourse. This focus is drawn directly from USAID’s Strategic Objective 3, “more responsive and accountable governance,” and Intermediate Result (IR) 3.1, “increased participation of CSOs in public discourse.” IR 3.1 has three sub-IRs:

- IR 3.1.1: “increased capacity of CSOs to participate in public discourse”
- IR 3.1.2: “CSOs effectively aggregate and articulate citizen issues”
- IR 3.1.3: “CSOs effectively disseminate information to citizens on public issues”

Because Tamkeen is a diverse and complex project, it is difficult to evaluate the project and its success in achieving USAID’s IRs with one study or one team of researchers. Rather, we have implemented various types of studies and data collection methods, in consultation with USAID, to form a complete picture of the project, its results, and how it could be improved.

These methods fall into two general categories. First, our impact assessment program provides qualitative analysis using the services of highly qualified international and Palestinian consultants. Second, in an effort to collect quantitative data on project successes, we launched the USAID-approved Performance Monitoring Plan (PMP) in 2003, collecting data on all closed grants and producing the first preliminary results.

As a result of the budget realignment approved by USAID in the second quarter, we scaled back most of our results monitoring efforts, while maintaining several core activities that will be completed in-house, like collection and analysis of PMP data and plans to produce final assessments of the project’s impact, as well as recommendations.

B. Complete Civic Education and IT Capacity-Building Studies

An external consultant completed an evaluation of Tamkeen’s IT capacity building efforts at the beginning of the quarter. The results of the study will be incorporated into a larger report reviewing IT capacity building initiatives. This report will be completed in the third quarter using internal resources.

The civic education study, initiated in 2004, was discontinued due to budget and logistical constraints associated with the need to perform a major survey of program participants. This change was approved by USAID as part of Tamkeen’s May 2005 work plan amendment and budget realignment.

C. Evaluate Tamkeen’s Election-Related Activities

Throughout implementation of all election-related grants, Tamkeen is collecting information on persons reached and program impact. We also conducted “debriefing” meetings with our partners after the completion of the May 5 local elections to identify lessons learned and

better design future voter education initiatives. Results and lessons learned from Tamkeen's activities related to the May 5 local elections are included in the report, "Strengthening the Role of Palestinian Civil Society Organizations in the Emergence of Democracy in Palestine: Tamkeen Assistance in the Second Round of Municipal Elections, May 5," which was delivered to USAID during May. As the year progresses, we will continue to capture the impact of our election-related activities and identify lessons learned.

D. Evaluate the Impact of Tamkeen Grants in the Education Sector

Under the approved amendment to Tamkeen's 2005 Work Plan, this task has been eliminated.

E. Evaluate the Impact of Tamkeen Grants on Policy Change in Key USAID Sectors

Under the approved amendment to Tamkeen's 2005 Work Plan, this task has been eliminated.

F. Build Impact Assessment Capacities While Assessing Major Grantees

Follow-on activities to a three-day, advanced workshops in applied research and impact assessment techniques were eliminated under the approved amendment to Tamkeen's 2005 Work Plan. For more information, see Section III.D2 of this report.

G. Produce Final Analysis of PMP Data

Tamkeen continued to collect data for the USAID-approved PMP on all closed grants. Results will be analyzed throughout the year, with a final report submitted at the end of the project. We will work with USAID to transfer results and indicators to the USAID GIS system. This process will be a major activity in the third quarter.

H. Building Civil Society and Democratization in Palestine: The Tamkeen Experience

Tamkeen will likely eliminate this conference as part of cost-cutting measures associated with the May 2005 budget realignment approved by USAID.

SECTION VI

Grants Management and Program Operations

A. Managing the Final Year

During the second quarter, Tamkeen received an additional \$410,000 in “pass-through” grant funding for CLIN 2 to support elections activities, bringing the total amount of grant funds to \$16.7 million. The remaining grant funds (from incremental funding and audit reimbursements), totaling approximately \$850,000, will be issued in quarter three, primarily for election-related activities (see Section II.B.). The remainder of the project’s grant activities will focus on monitoring the technical, financial, contractual, and administrative requirements of the grants and closing out each grant from a financial and administrative perspective.

The final year of grant implementation and management dovetails with the overall management requirements of Tamkeen’s program, requiring close tracking and monitoring of program operations throughout 2005 to ensure a smooth close-down and demobilization process. As funds and the remaining life of the Tamkeen project is limited, this process has already been ongoing throughout the first two quarters of this year.

B. Grants Management: Status of Grant Awards

Since its mobilization, Tamkeen has awarded simplified grants in D&G and four other USAID sectors—health, education, water and the environment, and economic development—all with a D&G component. Most awards have consisted of simplified grants under \$100,000 each, covering a period of less than one year, although larger grants were also awarded in 2003 and 2004.

Exhibit VI-1. Grant Awards From September 2000 Through March 2005¹

Grants Type	Grants in Years 1 to 4	Grants Quarters 1 and 2 of Year 5	Total Grant Awards
Simplified Grants	170 grants worth \$13,633,178.31	7 grants worth \$509,684	177 grants worth \$14,142,862.31
FOGs	142 grants worth \$1,130,752.10	41 grants worth \$565,210.60	183 grants worth \$1,695,962.70
Totals	312 grants worth \$14,763,930	35 grants worth \$1,074,894.60	360 grants worth \$15,838,825

As illustrated in Exhibit VI-1, Tamkeen has awarded 177 simplified grants and 183 FOG grants (27 programmatic FOGs, 34 election FOGs, and 122 IT FOGs) worth a combined total

¹ The total value of grants is adjusted each quarter, even for previous years, to account for contract modifications and audit reimbursements. Therefore, the new total value of grants shown here is slightly less than the total value reported in our previous quarterly report.

value of approximately \$15.8 million over the life of the project, leaving approximately \$850,000 for grants during the third quarter under the May 2005 budget realignment.

Out of the 177 simplified grants awarded, 133 grants totaling approximately \$10 million have been successfully completed, while the rest will be completed by October 2005. Out of 183 FOGs awarded, 160 grants totaling approximately \$1.5 million have been completed.

B1. Grant Awards in Quarter Two

As indicated in the 2005 work plan and its May 2005 amendment, Tamkeen has committed a majority of its remaining grant funds to supporting the role of CSOs in the context of parliamentary and local elections. To achieve this goal, we are using the more flexible fixed-obligation grant (FOG) system. No more simplified grants have been issued (after a final round in the first quarter), as the time needed to execute these larger grants would run beyond the life of the project.

To achieve programmatic objectives under the amended 2005 work plan, Tamkeen issued the following grants during the second quarter:

- 8 IT FOGs with a total value of approximately \$49,421 to support the needs of CSOs in implementing the programmatic objectives in larger simplified grants (see Section III.E). These grants, all of which were in the pipeline at the end of the first quarter, complete our IT FOG program.
- 5 FOGs with a total value of approximately \$56,427 to support election-related activities (see Section II.B).

Exhibit VI-2 below summarizes grants issuance to date, our current portfolio, and projections for the remaining grant funds. The table describes a steep reduction in the number of simplified grants managed by the project during the third quarter, with the plan to issue more elections FOGs (40). It also shows that most of the grants will be closed by the end of Quarter 3.

In quarter Quarter 3, Tamkeen will have 44 in-force simplified grants worth \$4,148,506 and 63 FOGs (23 active FOGs worth \$230,603 and 40 planned worth approximately \$850,000). These grants will be managed by a team of five civil society specialists until the end of July, and four CSSs thereafter. The finance and administration team also plays an integral role in managing these grants and ensuring compliance to project and USAID requirements.

Exhibit VI-2. Summary of Grant Issuance and Projections for Year 5

	Q1	Q2	Q3	Q4	Totals	Total Value
CURRENT PORTFOLIO						
Simplified grants in force as of January 1, 2005: 67 valued at \$6,399,469.96						
<i>Simplified grants ending in 2005</i>	-6	-24	-44	0		
SIMPLIFIED AWARDS in Q1 2005						
New simplified (D&G) ²	4	0	0	0	4	\$352,957
New simplified (APS)	3	0	0	0	3	\$156,727
Total in-force simplified grants by quarter	68	44	0	0		\$509,684
Fixed – Obligation Grants (FOGs)						
Programmatic FOGs	7	0	0	0	0	\$140,304
IT FOGs	4	8	0	0	0	\$70,607
Election FOGs	17	5	40 ³	0	0	\$850,000
Total FOGs by Quarter	28	13	40	0	0	\$1,060,911

C. Compliance and Management Aspects of Grant-Making

Throughout the second quarter, Tamkeen continued its implementation of a strong grants compliance and management system, particularly through continuation of the CSO audit program and the implementation of grant completion spot-checks and financial oversight procedures.

Pre-award capacity assessment program. There were no pre-award capacity assessments conducted during the quarter.

Spot-check program. As discussed in section three of this report, Tamkeen's program of announced and unannounced spot-checks of CSO financial records allow us to better monitor grant funds and to provide targeted capacity-building assistance to our grantees. We continued this program during the second quarter, primarily in the form of final voucher examinations to close out grants coming to an end. These spot-checks were concentrated in Gaza, due to our past experience in requiring a higher level of financial oversight for CSO in that area. The Tamkeen finance team conducted 38 spot-checks for 18 CSOs in Gaza over the three month period.

Audit program. During the second quarter, we initiated what will most likely be the final five audits under our audit program. This round of audits was for more recent grantees that have had the experience of Tamkeen's financial and administrative capacity building and stricter monitoring compliance requirements throughout grant implementation.

The results of this strengthened regime were apparent in the reduced number of findings in all of the five reports, measured by the lower percentage of questioned costs relative to total grant values than in previous rounds.

² D&G and APS refer to solicitations issued under the 2004 work plan.

³ The budget realignment and resulting amendment to the work plan approved by USAID will allow Tamkeen to dedicate more funds for election-related FOGs than originally planned. As discussed in Section II.B., 21 of these FOGs for voter education, valued at approximately \$400,000, will be signed during the first two weeks of the second quarter.

Furthermore, with grantees for whom the audits covered a number of grants issued over a number of years, the audit report noted findings in the grants that were issued earlier, before the financial capacity building and strengthened monitoring program, and not in later grants. For example, findings in the audit report for the Local Committee for Rehabilitation of the Disabled in Jenin (LRC-Jenin) were almost exclusively limited to a grant issued early on in Tamkeen's grant program in 2001, in which the finding noted the exclusive use of cash payments for all grant-related expenses. However, for the grants issued in 2004 and 2005, there is no such finding as the CSO now issues all payments by crossed-checks or wire transfers and accurately records their expenses in Tamkeen-provided accounting software. The improvement of LRC financial management is one example of the success of Tamkeen's capacity building efforts in this area.

D. Program Operations: Background and Management Requirements

The management priorities and requirements for the remainder of 2005 are driven by the modified work plan submitted to and approved by USAID as part of the budget realignment process that took place early in the quarter. Tamkeen is committed to delivering high quality capacity-building assistance to partner CSOs, while closing out the project in the smoothest manner possible at the beginning of December. The planning for close out began in earnest during the second quarter, including demobilization planning and the internal audit of all documents, deliverables, and financials to put the project on track for a smooth and accurate close-out.

D1. Staffing and Staff Development

Staffing. The demobilization of staff positions highlighted in the revised work plan began in the second quarter. Several of the positions scheduled to be phased out as of July 1 were reduced by natural attrition, including both members of the West Bank financial team. To replace departing staff members Khaled Ayyash and Amal Dajani, we hired Reem Kort as the project's financial officer and Nabeel Shaheen as the project bookkeeper. Ms. Kort brings a strong accounting, audit, and finance background to the project, and together with Mr. Shaheen, they will provide solid support to the project as it closes out.

Staff development. Tamkeen continued its emphasis on staff development and training during the first quarter and staff members documented their accomplishments and professional development goals in annual performance evaluations.

As Tamkeen approaches close-out later this year, we have notified our subcontractor partners to help staff members transition to new employment opportunities once the project ends. These efforts could include resume-writing, interviewing skills, and other job-related courses, taking advantage of available corporate/organizational opportunities. At the same time, we will encourage employees to take a proactive role in their own professional development by continuously assessing their performance goals and identifying training opportunities (outside training, on-the-job training, mentoring) that not only meet their goals but also benefit Tamkeen, even in its final few months.

D2. Office Administration and Logistical Support

Administrative systems, policies, and procedures. During the second quarter, we began the close-out process. A demobilization plan was developed between the Chemonics home office and Tamkeen in order to plan for the necessary contractual and financial tasks needed in the process of checking equipment inventories, reducing staff, office space, and vehicles, as well as doing an internal review of all necessary contract and finance documents, deliverables, and financial reports, in both the home and field offices. There has been close coordination with the home office PMU to ensure that all necessary tasks are proceeding on track.

Project close-out. The initial tasks undertaken during the quarter to begin preparing for project close out was the financial and administrative review trip conducted by Chemonics home office field accountant James Catto. The purpose of the trip was to conduct a thorough review of all financial files, systems, and procedures in preparation for close out, as well as to provide training on Chemonics systems and procedures to the newly hired financial staff, Ms. Kort and Mr. Shaheen. Mr. Catto's reviewed the recording of transactions, financial recordkeeping and support documentation, approval and contract files, and a physical inventory verification. There were no major findings from Mr. Catto's report and it was determined that the project is on sound footing to ensure a smooth close out.

In accordance with the demobilization plan, close-out activities that took place during the second quarter involved the physical verification of and preparation for the disposition of project equipment and furniture, a complete review of all financial files and documentation over the 4.5 years of the project to ensure completeness, a reconciliation of all grant files and payments and records, and the preparation of all deliverables completed to date for submission to the Development Experience Clearinghouse (DEC). We plan to dispose of a portion of the project inventory early in the third quarter in order to reduce the workload at the end of the project and to save costs in transporting and/or storing items for disposition later. The remaining tasks of packing completed grant files and other project documentation will take place throughout the summer in order to reduce work needed later on when we have less staff and resources.

IT infrastructure. During the second quarter we completed all emergency upgrades to our IT systems in order to ensure our systems do not become vulnerable in the final months of the project. Our IT specialist in Gaza, Emad Al-Masri, has prepared a thorough schedule for the gradual dismantling of our computer networks to ensure proper disposition of equipment, storage of needed files, and the closing down/transfer of the project website. These activities will continue in the third quarter.

D3. Financial Management and Compliance With Contract Regulations

Contract and financial monitoring. The revised work plan and realignment of the contract budget based on our revised financial and technical priorities, in close coordination with USAID, took place early in the second quarter. Modification no. 14 — adding incremental funding of \$1.8 million and setting the project end date to December 1, 2005 — was approved on May 13, 2005. The approved realignment budget is now the guiding focus of the project. As part of this process, we closely reviewed all subcontracts and the home office is now updating all subcontracts and budgets to provide our partners with a coherent, rational direction in the final critical months of the project.

Annual USAID audit. As we were not notified of a pending USAID/RIG audit of Tamkeen, there was no activity in this area during the second quarter.

D4. Team Retreat

This activity was eliminated in the budget realignment due to the closing of the project in December.

E. Financial Management

E1. Continued Financial Monitoring of Contract Budget

As described in subsection D3, we completely reprioritized project activities in the face of limited, continued funding and realigned the contract budget early in the second quarter, which was approved as modification Number 14. We are now working closely with the Chemonics home office to deal with any required subcontract and budget modifications in the months before close-out.

Tamkeen is working closely with the Chemonics home-office PMU to manage and monitor expenditures within the realigned budget structure and to close out the project in the most accurate and complete manner possible.

E2. Improved Financial Controls Over Grant Program Activities

Section III describes financial control and oversight activities designed to ensure adherence to the regulatory requirements of the USAID grants-under-contract mechanism, as well as our efforts to provide related capacity-building support to partner CSOs.

ANNEX A Cumulative Grants Payment Chart

Cumulative Grants Payment Report

Grant #	Grant Title	CSO Name	Total Tamkeen
01-01	Production and Airing of Topical TV Talk Shows	BirZiet University Media Institute- BZMI	99,300.00
01-02	Community Awareness Campaign and Early Intervention Program for Children with hearing and speech difficulties	El-Amal Rehabilitation Society	99,073.45
01-03	Protection of Deaf Women - A Community Model	Atfaluna Society for Deaf Children	100,452.45
01-04	Democracy and Citizenship Summer Camp	International Palestinian Youth League- IPYL	48,188.45
01-05	Communicative Disorder Protection Campaign	Care for Children of Special Needs Society	21,172.00
01-06	Advocacy for a Regional Public Policy on Youth	Bisan Center for Research & Development	96,223.00
01-07	Summer Camp for Deaf Children	Total Contact Center for Rehabilitation of the Deaf	36,041.00
01-08	Abu Shaker's Affairs 2001- A Theater Performance as a Tool of Change	Ashtar for Theater Productions and Training	50,400.00
01-09	Environmental Education (EE) Training for High School Teachers and Principals	Center for Environmental and Occupational Health Sciences- BZU	90,082.30
01-10	Measuring Civil Perceptions, Attitudes and Practices Amongst High School Students in the West Bank	Alpha International	81,975.00
01-11	Strengthening the Role of Education in Building Civil Society in Palestine	Educational Network Center- EdNet	80,805.45
01-12	Conducting Opinion Polls on Some Elements of Democratic Formation in the West Bank	Palestinian Center for Public Opinion- PCPO	57,573.45
01-13	Youngsters' Eyes	Cinema Production Center- CPC	93,300.00
01-14	Hearing Impaired National Campaign at Jenin District.	National Central Committee for the Rehabilitation of Disabled	23,028.00
01-15	Examining the Financial Problem of the Palestinian Higher Education and Finding Better Means to Address It	Economic Policy and Research Institute (MAS)	50,066.00
01-16	Guide Mother	Al - Lod Charitable Society	67,070.00
01-17	To Conduct a Participatory Policy Analysis of the Palestinian National Agricultural Policies	Arab Center for Agricultural Development	63,780.00
01-18	To Enhance Community Based Education in Maghazi Camp	Maghazi Community for Rehabilitation Society	86,330.00
01-19	Drama Therapy Theater Program	Fekra for Educational Art	84,171.00

Grant #	Grant Title	CSO Name	Total Tamkeen
01-20	Educational and Awareness Raising Campaign for Pregnant and Childbearing Age Women	Palestinian Hypertension Association	51,905.45
01-21	Establish a Child Development Program for Kindergarten Children in Khan Yunis area	El-Hanan Benevolent Association for Mother and Child	94,850.00
01-22	Mobilizing farmers to promote a greater use of treated waste water in irrigation	Union of Agricultural Work Committees	58,360.00
01-23	Leadership development program in civil society for selected students of Al-Azhar University	The Palestinian Institute for Society Research and Training (Wattan)	43,223.45
01-24	Develop the civil society life of the physically handicapped people and provide them with some of their rights and needs.	Society of Physically Handicapped People / Gaza Strip	90,225.00
01-25	Mother Child Health Care (MCH) Mobile Clinic	Islah Charitable Society	31,523.45
01-26	To Improve Environmental Health Education/Awareness in Nuseirat Refugee Camp	Palestine Save the Children Foundation	88,752.00
01-27	Village-Based Environmental Awareness	Center for Development in Primary Health Care - AIQuds University	85,228.16
01-28	Vocational Training and Civic Education to 100 Youth	The East Jerusalem YMCA and Vocational Training Center, Jericho	100,000.00
01-29	Basic Computer System	Palestinian Federation of Industries (PFI) (ADF Partner)	2,673.45
01-30	Basic Computer System	General Union of Ag Working Communities (GUAWC) (ADF Partner)	2,673.45
01-31	Basic Computer System	Tech Center for Ag Services (TCAS) (ADF Partner)	2,673.45
01-32	Basic Computer System	Palestinian Youth Council (PYC) (ADF Partner)	2,673.45
01-33	Basic Computer System	General Union of Disabled Palestinians (GUDPAL) (ADF Partner)	2,673.45
01-34	Basic Computer System	Al-Amal Society for Handicapped Rehabilitation (ADF Partner)	2,673.45
01-35	Basic Computer System	Women's Empowerment Project (ADF Partner)	2,673.45
01-36	Basic Computer System	Educational Network Center- EdNet (ADF Partner)	2,673.45
01-37	Basic Computer System	Association of Engineers for the Gaza Governorates (ADF Partner)	2,673.45
01-38	Adult PC Literacy and WWW Training	Palestinian Hypertension Association (PHA)	1,918.65
01-39	Adult PC Literacy and WWW Training	The Palestinian Institute for Community Research & Training (Wattan Institute)	1,044.30

Grant #	Grant Title	CSO Name	Total Tamkeen
01-40	Basic Computer System	Local Committee for the Rehabilitation of Disabled	2,673.45
01-41	Basic Computer System & Adult PC Literacy Training	Association of Visually Impaired Graduates League	3,703.97
01-42	Basic Computer System & Adult PC Literacy Training	Attawfiq Fishermen Cooperative	3,078.25
01-43	Basic Computer System & Adult PC Literacy Training	Culture & Free Thought Association	2,673.45
01-44	Basic Computer System; Adult PC Literacy Training; & WWW Access	El-Hanan Association for Mother and Child	5,175.41
01-45	Basic Computer System & WWW Access	Fekra Association for Educational Art	2,937.35
01-46	Basic Computer System; Adult PC Literacy Training; & WWW Access	National Center for Community Rehabilitation (NCCR)	4,199.25
01-47	Basic Computer System	Cinema Production Center- CPC	2,673.45
01-48	Organizing Educational and Training Sessions for Visually Impaired Adults to Advocate for their Rights	Association of Visually Impaired Graduates League	28,180.00
01-49	Leadership Training and Civic Education for Youth	Culture and Free Thoughts Association	66,985.00
01-50	Community Awareness and Integration of Physically Disabled People Through Mental and Physical Rehabilitation	National Center for Community Rehabilitation (NCCR)	89,397.00
01-51	Disability Awareness and Integration of Physically Disabled Children in the Mainstream Education System in the Gaza Strip	Palestine Avenir For Childhood Foundation	98,069.00
01-52	Review, Analyze & Advocate for Environmental Friendly Legislations and Regulations that will Sustain the Fishing Business in the Gaza Strip	Atawfiq Fishermen Cooperative Society	47,420.00
01-53	Rehabilitation Program for Cerebral Palsy Disabled People in Jenin Area	Local Committee for Rehabilitation of Disabled	59,167.00
01-54	The Palestinian Private Sector -Towards a More Enabling Institutional Framework	Center for Private Sector Development (CPSD)	74,128.80
01-55	Basic Computer System	Palestinian Food Industry Association	2,673.45
01-56	Youth Leadership Project	Arab Thought Forum (ATF)	82,538.00
01-57	Citizen's Rights Project	Arab Thought Forum (ATF)	82,477.00
01-58	Civil Society Participation	Arab Thought Forum (ATF)	82,538.00
01-59	Strengthening Palestinian Civil Society and Grassroots Democratic Development- Central West Bank	Civic Forum Institute	92,935.00

Grant #	Grant Title	CSO Name	Total Tamkeen
01-60	Strengthening Palestinian Civil Society and Grassroots Democratic Development- North West Bank	Civic Forum Institute	96,557.00
01-61	Strengthening Palestinian Civil Society and Grassroots Democratic Development- South West Bank	Civic Forum Institute	97,592.00
01-62	Youth Assembly on Leadership	Panorama- Center for the Dissemination of Democracy and Community Development	67,992.00
01-63	Special Interests Groups (SIGs) for Community Participation via Advocacy and Policy Development	Panorama- Center for the Dissemination of Democracy and Community Development	92,754.00
01-64	Hearing-impaired Community Inclusion	Panorama- Center for the Dissemination of Democracy and Community Development	82,642.00
01-65	Early detection of Communicative Disorder Campaign	Care for Children of Special Needs Society	4,791.15
01-66	To Enhance Community Based Education in Maghazi Camp	Maghazi Community for Rehabilitation Society	2,245.00
02-67	Strengthening of Democratic Governance in Palestinian Cooperatives	The Cooperative Development Unit- Agricultural Cooperative Union	30,299.00
02-68	strengthening the role of the School Institution in Promoting the Environmental Awareness in Kahnyounis Governorate.	Khuza'a Permaculture Center Association	93,437.00
02-69	Strategic Consultative Group Meetings	Arab Center for Agricultural Development	3,967.00
02-70	Advocating Democracy & Human Rights Through Combating Social Violence	The Palestinian Center for Micro Projects Development	70,800.00
02-71	The Palestinian Private Sector -Towards a More Enabling Institutional Framework	Center for Private Sector Development (CPSD)	2,673.45
02-72	Strategic Consultative Group Meetings	Civic Forum Institute	3,910.00
02-73	Rapid Recovery of Community-based Facility	Palestinian Youth Council (PYC) (ADF Partner)	4,423.00
02-74	Rapid Recovery of Community-based Facility	Palestinian Youth Council (PYC) (ADF Partner)	4,074.00
02-75	Rapid Recovery of Community-based Facility	Bisan Center for Research & Development	2,340.00
02-76	Rapid Recovery of Community-based Facility	Bisan Center for Research & Development	24,855.00
02-77	Rapid Recovery of Community-based Facility	Ma'an Development Center	3,878.00
02-78	Project Managers	Ma'an Development Center	138,875.00
02-79	Advocating Democracy & human rights through combating social violence	The Palestinian Center for Micro-projects Development	3,910.65

Grant #	Grant Title	CSO Name	Total Tamkeen
02-80	strengthening the role of the School Institution in Promoting the Environmental Awareness in Kahnyounis Governorate.	Khuza'a Permaculture Center Association	4,910.64
02-81	Basic Computer System & Adult PC Literacy Training	El Tawfiq Fishermen Cooperative Society	13,761.00
02-82	Research study on the consistency of the outputs of higher education with market needs in the West Bank and Gaza Strip	Economic Policy and Research Institute (MAS)	102,467.00
02-83	Summer Camp for Deaf Children	Total Contact Center for Rehabilitation of the Deaf	42,065.00
02-84	Advocating Early intervention for Children with hearing & speech difficulties	El-Amal Rehabilitation Society	99,460.00
02-85	Women in Gaza: Expressions through Theater	Fekra for Educational Art	85,660.00
02-86	Promoting Civil Rights of the Deaf in Jabalia Area	Jabalia Rehabilitation Society	52,975.00
02-87	Disability awareness and Integration into the Gaza Educational System	Palestine Avenir For Childhood Foundation	97,724.00
02-88	Enhancing Community Participation in Advocating Children's Health Rights	Palestinian Association for Relief and Development	35,634.00
02-89	Public Education Project on Women's Health Issues	Palestinian Hypertension Association	44,700.00
02-90	Democracy Awareness Program for Children in Rafah	Women & Child Development Association	51,580.00
02-91	Civic Education Program for Youth in the Shejaiya & Zaytoun Areas	Community Training Center and Crisis Management	64,320.00
02-92	Report on Democratic Formation in Palestine	Arab Thought Forum (ATF)	25,000.00
02-93	Empowering the Deaf & Hearing impaired	Atfaluna Society for Deaf Children	95,212.00
02-94	Palestinian Children Taking Part - A right and a Responsibility	Ma'an Development Center	96,086.00
02-95	Democracy & Citizenship Summer Camp	International Palestinian Youth League	68,543.00
02-96	Youth Assembly on Leadership	Panorama- Center for the Dissemination of Democracy and Community Development	89,284.00
02-97	Hearing Impaired community Inclusion - West Bank & Gaza Strip	Panorama- Center for the Dissemination of Democracy and Community Development	81,108.00
02-98	Special Interests Groups (SIGs) for Community Participation via Advocacy and Policy Development	Panorama- Center for the Dissemination of Democracy and Community Development	98,122.00
02-99	Advocacy for a Regional Public Policy on Youth in Civic and Democratic Participation (Nablus)	Bisan Center for Research & Development	93,182.00
02-100	Civic education and vocational training to 100 Palestinian Youth	The East Jerusalem YMCA and Vocational Training Center, Jericho	100,000.00

Grant #	Grant Title	CSO Name	Total Tamkeen
02-101	Strengthening Palestinian Civil Society and Grassroots Democratic Development in the northern West Bank	Civic Forum Institute	99,999.00
02-102	Strengthening Palestinian Civil Society and Grassroots Democratic Development in the Central West Bank	Civic Forum Institute	99,997.00
02-103	Strengthening Palestinian Civil Society and Grassroots Democratic Development in the Southern West Bank	Civic Forum Institute	99,999.80
02-104	Contemporary Art for Palestinian Youth At Jerusalem and Bethlehem	Al Ma'mal Foundation for Contemporary Art	85,286.00
02-105	To improve Environmental health education / Awareness in Nuseirat refugee camp	Palestine Save the Children Foundation	97,400.00
02-106	To enhance community based education in Maghazi camp	Maghazi Community rehabilitation Society (MCRS)	90,155.00
02-107	Enhancing University Students' Role in public Issues	The Palestinian Institute for Community Research and training (Wattan)	50,610.00
02-108	Palestinian Children Taking Part - A right and a Responsibility	Ma'an Development Center	107,336.00
02-109	Civic Education for Children Through Drama	Al Jalaa for Culture and Arts	95,913.00
02-110	Enhancing Democracy & Creativity Among the Children	El Karmel Cultural Association	51,400.00
02-111	Civil Education in Democracy and Human Rights for Young Leadership	Gaza Center for Rights and Law	47,680.00
02-112	Analysis of Waste Management Policies in the West Bank & Gaza Strip	Applied Research Institute (ARIJ) Jerusalem	132,412.00
02 - 113	Guide Mother	Al-Lod Charitable Society	66,970.00
02 - 114	Communicative Disorder Protection Campaign	Care for Children of Special Needs Society (CCSNS)	45,604.00
02-115	From Grassroots to Decision Making	Jerusalem Center for Women	92,593.00
02 - 116	IT Training Package	Jabalia Rehabilitation Society	1,595.37
02 - 117	Basic Computer System	Atfaluna Society for Deaf Children	5,073.94
02 - 118	Basic Computer System	Palestinian Association for Relief and Development	5,407.56
02 - 119	Basic Computer System	Community Training Center and Crisis Management	5,716.32
02 - 120	Basic Computer System	Al Jalaa for Culture and Arts	4,244.25
02 - 121	Basic Computer System	Palestine Save the Children Foundation	4,216.17
02 - 122	Basic Computer System	Ma'an Development Center	17,720.80
02 - 123	Basic Computer System	El Karmel Cultural Association	6,762.00
02 - 124	Basic Computer System	Women and Child Development Association	6,502.57
02 - 125	Basic Computer System	Palestine Avenir For Childhood Foundation (PACF)	8,883.30

Grant #	Grant Title	CSO Name	Total Tamkeen
02 - 126	Basic Computer System	Gaza Center for Rights and Law	6,410.22
02 - 127	Basic Computer System	Maghazi Community Rehabilitation Society (MCRS)	5,721.30
02 - 128	Empowerment of 40 Palestinian Women from West Bank Central Area Through Skills Development	Kalandia Camp Women's Handicraft Cooperative	100,000.00
02 - 129	Rapid Recovery of Community-Based Facility	Ma'an Development Center	4,691.70
02 - 130	Laptop	Civic Forum Institute	2,632.50
02 - 131	Rapid Recovery Grant	Civic Forum Institute	14,005.00
02 - 132	Rapid Recovery Grants - Computer & Laptop for International Center of Bethlehem	Civic Forum Institute	4,329.00
02 - 133	Rapid Recovery of Community-Based Facility	*Civic Forum Institute	22,970.00
02 - 134	Rapid Recovery of Community - Based Facility	*Civic Forum Institute	18,135.37
02 - 135	Rapid Recovery of Community-Based Facility	*Civic Forum Institute	16,093.00
02 - 136	Rapid Recovery of Community-Based Facility	*Civic Forum Institute	1,173.70
02 - 137	Basic Computer System	Ma'an Development Center	21,118.50
02 - 138	Co-operation Through Video Conference	Gaza Community Mental Health Program (GCMHP)	24,308.40
02 - 139	Basic Computer System	Al Ma'mal Foundation for Contemporary Art	2,340.00
02 - 140	Supporting the Rule of Law and Resolving Disputes through Arbitration & Mediation	The Palestinian Association for Legal Science	78,530.00
02 - 141	Establishing Developmental Program for Kindergartens at Rafah	El Hanan Association for Mother and Child	54,047.00
02-142	Project Managers Training Program Community Services & Continuing Education Deanship (CSCED)	Islamic University of Gaza	92,566.00
02-143	Farmers Compensations: A right and a responsibility	Arab Center for Agricultural Development	36,671.00
02-144	Enhancing Students' Role and Participation in Civil Society Issues and Democratic Reforms in Al -Aqsa University	The Palestinian Institute for Community Research and Training (Wattan Institute)	50,725.00
02-145	Protection of Deaf Women - A Community Model	Atfaluna Society for Deaf Children	98,050.00
02-146	The Palestinian Private Sector - Towards a More Vibrant Role	Center for Private Sector Development (CPSD)	85,559.93
02-147	Roles of Local Communities in Promoting Responsible Environmental Practices	Center for Development in Primary Health Care (CDPHC)- Al-Quds University	92,315.00
02-148	Abu Shaker's Affairs 2002 A Theatre performance as a Tool of Change	Ashtar Theatre Productions and Training	85,829.13

Grant #	Grant Title	CSO Name	Total Tamkeen
02-149	Monitoring Attitudes and Perceptions of High School Students In Palestine and Utilizing Derived Indicators to Conduct an Array of Public Advocacy Activities on Various Aspects of Survey Findings	Alpha International	92,170.00
02-150	Strengthening the Role of Education in Building Civil Society In Palestine	Educational Network Center	82,545.00
02-151	Training Best Practices for the West Bank and Gaza Strip	Bisan Center for Research and Development	56,428.82
02-152	Citizen's Rights Project	Arab Thought Forum (ATF)	99,412.00
02-153	Civil Society Participation Project	Arab Thought Forum (ATF)	97,267.00
02-154	Youth Leadership Project	Arab Thought Forum (ATF)	98,644.00
02-155	Pre & Post Election Voter Education for the Upcoming Elections in the North, Central & South West Bank (WB)	Civic Forum Institute	0.00
02-156	Healthcare and Civic Education for Bedouin Mother and Children at Jericho District	Islah Charitable Society - Jericho	81,919.00
03-157	Basic Computer System	The Palestinian Association for Legal Sciences	5,784.87
03-158	IT Training Package	Fekra for Educational Art	860.85
03-159	Basic Computer System	The Palestinian Institute for Community Research & Training (Wattan Institute)	2,612.80
03-160	Basic Computer System	Arab Center for Agricultural Development	5,824.30
03-161	Theatre Plays with Kids for Kids in Gaza and Hebron	Ayyam Al Masrah (Theater Day Productions)	83,330.00
03-162	Empowering and Enhancing Youth Role and Participation in Civil Society Issues	Culture and Free Thought Association	67,723.00
03-163	Report on Democratic Formation in Palestine	Arab Thought Forum	21,500.00
03-164	Basic Computer System	Al-Lod Charitable Society	2,340.00
03-165	Basic Computer System	Care for Children of Special Needs Society	2,000.70
03-166	Basic Computer System	Educational Network Center	2,000.70
03-167	Basic Computer System	Jerusalem Center for Women	4,399.20
03-168	Basic Computer System	El Hanan Benevolent Association for Mother and Child	272.80
03-169	Strategic Consultative Group Meetings - WB	Civic Forum Institute	7,134.60

Grant #	Grant Title	CSO Name	Total Tamkeen
03-170	Basic Computer System	Arab Thought Forum	4,680.00
03-171	Strategic Consultative Group Meetings-Gaza	Arab Center for Agricultural Development	4,032.00
03-172	Basic Computer System	Civic Forum Institute	4,691.70
03-173	Basic Computer System	Palestine Economic Policy Research Institute - MAS	2,340.00
03-174	Assistance in Secondary Legislation	Birzeit University Institute of Law	100,000.00
03-175	Basic Computer System	Culture and Free Thought Association	4,399.20
03-176	Training Education and Mobilization for Reform and Elections	Gaza Center for Rights and Law	64,883.79
03-177	Empowering the Deaf and Hearing Impaired	Atfaluna Society for Deaf Children	143,911.00
03-178	Dialogue for Reform (Hiwar nahwa Al Islah)	Media Institute- Birzeit University	50,840.00
03-179	Democracy and Elections through Drama	Feckra Arts Institute	92,770.00
03-180	Civil Education in Democracy and Human Rights for Young Leaders	Gaza Center for Rights and Law	92,742.00
03-181	Guide Mother	Al Lod Charitable Society	84,070.00
03-182	Basic Computer System	Khuzaa Permaculture Center Association	14,562.00
03-183	Civil Society Participation	Arab Thought Forum	149,084.00
03-184	Empowering Dialogue between Poultry Sector's segments and developing the Leadership Skills for Sector's Leaders	The Palestinian Poultry Council	22,915.00
03-185	Community Participation Enhancement Campaign to Reserve Water Quantity and its Quality in the Hebron District	Palestinian Polytechnic University	0.00
03-186	Summer Camp Integrating Deaf Children with Children of Normal Hearing	Total Communication Center for Teaching and Rehabilitation Deaf - Palestine Red Crescent Society	24,469.00
03-187	Disability Awareness and Integration into the Educational System	Palestine Avenir for Childhood Foundation (PACF)	79,490.00
03-188	Enhancing Community Participation in Advocating for Children's Health Rights	Palestinian Association for Relief and Development	58,092.00
03-189	To Improve Environmental Health Education/Awareness in Bureij Refugee Camp	Palestine Save the Children Foundation	147,785.00
03-190	To Enhance Community Based Education in Deir El Balah	Maghazi Community Rehabilitation Society	97,586.00
04-191	Strengthening Palestinian Civil Society and Grassroots Democratic Development-North West Bank	Civic Forum Institute	109,990.78

Grant #	Grant Title	CSO Name	Total Tamkeen
03-192	Strengthening the Role of School Institution in Promoting the Environmental Awareness in Rafah	Khuzaa Permaculture Center Association	82,140.00
03-193	Enhancing Democracy & Creativity Among the Children	El- Karmel Cultural Association	29,685.00
03-194	Promoting Civil Rights of the Deaf in Beit-Lahia and Beit-Hanoun Areas	Jabalia Rehabilitation Society	54,188.67
03-195	Basic Computer System	Feckra Arts Institute	3,144.00
04-196	Strengthening Palestinian Civil Society and Grassroots Democratic Development- Central West Bank	Civic Forum Institute	104,294.00
04-197	Strengthening Palestinian Civil Society and Grassroots Democratic Development- South West Bank	Civic Forum Institute	107,386.00
04-198	Project Managers Training Program	Islamic University of Gaza (IUG)	104,640.23
04-199	Children Right Through Drama	Feckra Arts Institute	37,641.00
04-200	Enhancing Democracy & Civil Society Concepts among University Students in South Gaza	Society for Developing Palestinian Refugee Camps	53,405.00
04-201	Enhancing University Students' Role in public Issues in North and Middle Areas	Palestinian Institute for Community Research and Training (Wattan Institute)	56,192.00
04-202	Supporting the Rule of Law and Resolving Disputes through Arbitration & Mediation	The Palestinian Association for Legal Sciences	98,535.00
04-203	Supporting a Child Friendly Learning Environment and Enhancing Community Participation	PCHRD for Human Resource Development	127,472.00
04-204	Developing a Model for Accountable and Transparent Local Government	Arab Thought Forum	149,991.00
04-205	Laying a Foundation for Investigative Reporting in the Palestinian Printed Press	Arab Thought Forum	149,771.00
04-206	Ra'ed (Pioneer Project for Youth)	Al-Lod Charitable Society	47,355.80
04-207	People's Attitudes and Perceptions Towards the Upcoming Palestinian Elections	Alpha International	58,051.00
04-208	The Palestinian Private Sector: Institutionalizing and Accelerating the Reform Process	Center for Private Sector Development (CPSD)	108,520.00
04-209	Altering Negative Attitudes Towards the Rights of the Disabled in the Jenin Area	Local Committee for the Rehabilitation of Disabled / Jenin	45,425.00
04-210	Server	Applied Research Institute (ARIJ) Jerusalem	3,919.50
04-211	Enhancing the Role of Youth in Civil Society Issues in Khan Yunis Governorate	Peace Center for Community Training and Research	14,238.00

Grant #	Grant Title	CSO Name	Total Tamkeen
04-212	Art Installation Advocacy Tool for Youth Concerns	International Center of Bethlehem	81,793.00
04-213	Raising Community and Institutions Awareness in Bani Naim on Children Rights	Bani Na'eem Charitable Society	68,242.00
04-214	To Promote Children's Environmental Health In Beach Refugee Camp	Palestine Save the Children Foundation	126,407.00
04-215	Basic Computer System + Equipments + Furniture	PCHRD for Human Resource Development	9,099.85
04-216	Basic Computer System	Society for Developing Palestinian Refugee Camps	5,182.83
04-217	Youth for Democracy	Palestinian Youth Association for Leadership and Rights Activation (PYALARA)	144,295.00
04-218	Advocacy, Human Rights & Health Awareness Campagigns Towards Welfare and Reintegration of Physically Challenged People in the Gaza Strip	El Wafa Medical Rehabilitation Hospital	105,308.00
04-219	Empowering and Activating Youth Participation in the Reform Process of Plesinian Institutions	Palestinian Center for Helping Resolve Community Disputes (PCHRCDD)	17,071.00
04-220	LCD Projector	Palestinian Institute for Community Research and Training (Wattan Institute)	2,350.00
04-221	Overhead Projector	The Palestinian Association for Legal Sciences	500.00
04-222	Democracy Awareness Program for Children in Rafah	Women and Child Development Association	79,056.00
04-223	Advocating for Early Intervention and Deaf Rights in the Rafah Governorate	El Amal Rehabilitation Society - Rafah	77,020.00
04-224	Hearing Aid Equipments	Atfaluna Society for Deaf Children	24,580.00
04-225	Equipments	El Wafa Medical Rehabilitation Hospital	2,106.66
04-226	Basic Computer System	Palestinian Center for Helping Resolve Community Disputes (PCHRCDD)	5,022.00
04-227	Basic Computer System	Arab Thought Forum	6,449.00
04-228	Basic Computer System	Al Lod Charitable Society	4,864.00
04-229	Equipments	Center for Private Sector Development (CPSD)	833.00
04-230	Equipments	Bani Na'eem Charitable Society	7,549.00
04-231	Supporting the Rule of Law and Enhancing the Capacity of Young Lawyers in the Gaza Strip	The Palestiniane Association for Legal Sciences	105,198.00
04-232	Towards Creative Teaching in Civic Education Classes	Palestinian Institute for Community Research and Training (Wattan Institute)	51,346.00
04-233	Enhancing the Health Awareness of Secondary School's Students in Rafah Governorate	El Wedad Association for Social Rehabilitation	42,900.00

Grant #	Grant Title	CSO Name	Total Tamkeen
04-234	Accounting Software	Water & Environmental Development Organization (WEDO)	2,340.00
04-235	Democracy and Human Rights Education in Palestine	Al-Mawrid Teacher Development Center	135,103.00
04-236	Community Participation in Environmental Protection	Water & Environmental Development Organization (WEDO)	107,336.00
04-237	Contemporary Art for Children in Central West Bank	Al Ma'mal Foundation for Contemporary Art	71,104.50
04-238	Empowering Women in Central West Bank Areas Through Vocational, Civic, and Health Education	Kalandia Camp Women's Handicraft Cooperative	141,685.00
04-239	Computer + Equipments	Civic Forum Institute	3,221.00
04-240	Equipments	Palestine Save the Children Foundation	5,269.00
04-241	Basic Computer System	El Wafa Medical Rehabilitation Hospital	6,451.00
04-242	Enhancing Community Participation of Women in Improving the Environmental Condition at El Sekka Area of Beit Hanoun	Al Ata'a Benevolent Association for Woman and Child	24,900.00
04-243	Enhancing the Role of Youth in Civil Society Issues in Rafah Governorate	Peace Center for Community Training and Research	20,173.00
04-244	Democracy Education for Youth in Birzeit Rural Areas	Juhoud for Community and Rural Development	23,294.00
04-245	Promoting the Role of Women in Elections in Gaza City and North Gaza	Holom Cultural and Palestinian Folklore Revival Association	15,523.00
04-246	Accounting Software	Khuza'a Permaculture Center Association	2,340.00
04-247	Accounting Software	Palestinian Association for Relief and Development	2,340.00
04-248	Accounting Software	PCHRD for Human Resource Development	2,340.00
04-249	Accounting Software	Society for Developing Palestinian Refugee Camps	1,000.00
04-250	A Regulatory Policy and A Code of Ethics for the Professions in the Social and Psychological Fields	Union of Social Workers & Psychologists	143,941.00
04-251	Improving Environmental Conditions for Construction Materials Factories	Building and Construction Research Center	24,963.00
04-252	Better Understanding of Day to Day Democratic Practices among young Female Students	Palestinian Commission for Refugee Right Protection	17,798.00
04-253	Enhancing Youth Participation in Community Issues	Palestinian Center for Human Resource Development (PCHRD)	94,795.00

Grant #	Grant Title	CSO Name	Total Tamkeen
04-254	Campaign to Raise Community Awareness and Support for Local Elections in the Gaza Strip's Middle Camps	Palestinian Association for Human Rights Education and Democracy	63,450.00
04-255	Strengthening Civic and Democratic Values in 20 Preschools in the Middle Areas of the Gaza Strip	Al Salah Islamic Association	83,712.00
04-256	Enhancing the Understanding of Democracy and Community Participation among Visually Impaired Women	Association of Visually Impaired Graduates League	35,182.00
04-257	Enhancing the Participation of University Graduates in Promoting Community Health in the Khan Younis Governorate	Al Sharq Center for Community Mental Health	54,764.00
04-258	Enhancing Women's Participation in Political Life by Establishing a Woman Advocacy Committee for the South and Middle Areas of The Gaza Strip	Society for Developing Palestinian Refugee Camps	86,678.00
04-259	Enhancement of Democratic Basics Through Art Among the Youth in Ramallah Area	Young Artists Forum	24,823.00
04-260	Laptop Computer	Al Mawrid Teacher Development Center	4,095.00
04-261	Laptop Computer	Palestinian Youth Association for Leadership and Rights Activation (PYALARA)	5,811.00
04-262	Hearing Aid Equipments	El Amal Rehabilitation Society - Rafah	12,750.00
04-263	Hearing Aid Equipments	Jabalia Rehabilitation Society	17,550.00
04-264	Laptop Computer + Equipments	Al Ma'mal Foundation for Contemporary Art	10,465.00
04-265	Equipments	Local Committee for the Rehabilitation of Disabled / Jenin	10,869.00
04-266	Computer + Equipments	Palestinian Union of Social Workers & Psychologists	11,379.00
04-268	Community Awareness Campaign for Rural Women in Nablus District	Family Defense Society (FDS)	51,026.00
04-269	Strengthening Palestinian Civil Society and Grassroots Democratic Development in the Northern West Bank	Civic Forum Institute	93,212.00
04-270	Strengthening Palestinian Civil Society and Grassroots Democratic Development in the Central West Bank	Civic Forum Institute	93,212.00
04-271	Strengthening Palestinian Civil Society and Grassroots Democratic Development in the Southern West Bank	Civic Forum Institute	93,212.00
04-272	Strengthening the role of the School Institution in Promoting the Environmental Awareness in the Middle Area	Khuza'a Permaculture Center Association	78,035.00

Grant #	Grant Title	CSO Name	Total Tamkeen
04-273	To Enhance Community Based Education in El Zawaida	Maghazi Community Rehabilitation Society (MCRS)	73,900.00
04-274	Basic Computer System + Equipments	Building and Construction Research Center	12,503.00
04-275	Basic Computer System + Equipments	Water & Environmental Development Organization (WEDO)	6,511.00
04-276	Computer + Equipments	Al Sharq Center for Community Mental Health	4,361.00
04-277	Equipments	Al Salah Islamic Association	10,590.74
04-278	Equipments	Palestinian Association For Legal Sciences	5,607.00
04-279	Computer + Equipments	Society for Developing Palestinian Refugee Camps	4,718.00
04-280	Computer + Equipments	El Amal Rehabilitation Society - Rafah	3,457.00
04-281	Computer + Equipments	El Wedad Association for Social Rehabilitation	6,041.00
04-282	Computer + Equipments	Palestinian Association for Human Rights Education and Democracy	4,771.00
04-283	Computer + Equipments	El Ataa' Benevolent Association for Woman & Child	1,497.00
04-284	Computer + Equipments	Juhoud for Community and Rural Development	6,884.00
04-285	Computer + Equipments	International Center of Bethlehem	2,811.00
04-286	Computer + Equipments	Family Defense Society (FDS)	4,451.00
04-287	Promoting Responsible Environmental Practices of Local Village Communities in the Northern Districts of the West Bank	CDPHC - Al Quds University	75,169.00
04-288	Education of Citizenship	Al Mawrid Teacher Development Center	149,266.00
04-289	Strengthening the Voice of Wwomen and Youth in Determining their Representatives in Future PLC and Local Councils Election	Civic Forum Institute	131,934.00
04-290	Disability Awareness and Integration into the Educational System	Palestine Avenir for Chilhood Foundation (PACF)	70,930.00
04-291	Promoting the Rights of the Deaf in Jabalia Town and Ebad El rahman Area	Jabalia Rehabilitation Society	48,140.00
04-292	Project Managers Training Program	Community Services & Continuing Education Deanship (CSCED)	113,601.00
04-293	Early Ontervention to Identify and Improve the Living Conditions of Individuals with Down's Syndrome (DS)	Right to Live Society for Children with Down's Syndrome	77,860.00
04-294	Supporting the Rule of Law and Resolving Disputes through Arbitration & Mediation	Palestinian Association For Legal Sciences	0.00

Grant #	Grant Title	CSO Name	Total Tamkeen
04-295	Enhancing Civic Education and Concepts of Democracy in Schools of the Northern Area of Gaza Strip	Palestinian Association for Human Rights Education and Democracy	56,944.00
04-296	Enhancing the Understanding of Democracy and Civil Society Concepts among University Students in South Gaza	Society for Developing Palestinian Refugee Camps	73,431.00
04-297	Basic Computer	PCHRD for Human Resource Development	5,197.00
04-298	Basic Computer	Association of Visually Impaired Graduates League	6,447.00
04-299	Candidate Forums in Support of Local Election Candidates in Ramallah Municipalities Participating in the 1st Round of Local Elections	Juhoud for Community and Rural Development	11,825.00
04-300	Candidate Forums in Support of Local Election Candidates in Jerusalem, Jerich and Tubas Municipalities Participating in the 1st Round of Local Elections	Arab Thought Forum	20,222.00
04-301	Candidate Forums in Support of Local Election Candidates in Tulkarem and Qalqulia Municipalities Participating in the 1st Round of Local Elections	Palestinian Center for Helping Resolve Community Disputes (PCHRCDD)	6,152.88
04-302	Candidate Forums in Support of Local Election Candidates in Nablus and Salfit Municipalities Participating in the 1st Round of Local Elections	Al Lod Charitable Society	12,350.00
04-303	Candidate Forums in Support of Local Election Candidates in Jenin Municipalities Participating in the 1st Round of Local Elections	Local Committee for the Rehabilitation of Disabled / Jenin	6,316.00
04-304	Qualifying Non-Partisan Local Observers for the Upcoming Local and General Elections	Al Hares Center for Research & Media	21,006.00
04-305	Civic Democratic Interaction & Work Ethics Awareness Strengthening Program	Palestinian Commission for Refugee Right Protection	17,840.00
04-306	Enhancing Civil and Social Rights for Orphans and their Families in Deir Al-Balah and Wadi Asalka	Al Salah Islamic Association	24,444.00
04-307	Promote the Role of Al Aqsa University Students in Democracy and Reform Issues	Community Training Center and Crisis Management	21,277.00
04-308	Awareness Raising Program on Local & Municipal Elections in Beit Hanoun and Al Zahra Areas	Palestinian Commission for Refugee Right Protection	8,900.00
04-309	Building the Capacity of Elections Observers in Beit Hanoun Deir El Balah & El Zahara	Palestinian Association For Legal Sciences	8,025.00
04-310	Voters Education and Candidate Debates in Support of Municipal Elections Candidates in Khuzaa	Peace Center for Community Training and Research	10,104.00

Grant #	Grant Title	CSO Name	Total Tamkeen
04-311	Voters Education and Candidate Debates in Support of Municipal Elections Candidates in Al Nasser and Al Shoka in Rafah	Society for Developing Palestinian Refugee Camps	11,678.00
04-312	Voters Education and Candidate debates in support of Municipal Elections Candidates in Bani Suhaila.	Human Development Association	10,006.78
04-313	Local Elections Candidates in the Middle Area of Gaza Strip	Palestinian Association for Human Rights Education and Democracy	13,360.72
05-267	Furniture	Palestinian Association for Human Rights Education and Democracy (Our Rights)	
05-314	Young Women's Leadership Program- Ramallah Governorate	Association of Women Committees for Social Work in Palestine	125,654.00
05-315	Voter Education and Candidate Forums for Youth in the Ramallah Rural Areas	Juhoud for Community and Rural Development	59,412.00
05-316	Developing Rehabilitation programs for Marginalized Groups of the Disabled (Children with Cerebral Palsy)	Local Committee for the Rehabilitation of Disabled / Jenin	59,525.00
05-317	Strengthening Public Participation in Decision-making and Policy Development for Local Councils	Palestinian Center for Democracy & Conflict Resolution (PCDCR)	40,059.00
05-318	Solid Waste Management in Bethlehem District	Water & Environmental Development Organization (WEDO)	55,366.00
05-319	Palestinian Legal and Economic Advocacy	Al-Mustakbal Foundation for Strategic and Policy Studies	127,832.00
05-320	Promoting Awareness towards Environmental Health in Khanyunis Governorate	Al Sharq Center for Community Mental Health	20,439.00
05-321	Empower Women Political and Social Participation in the Middle Area	Society Voice Association for Community and Civil Work	13,355.00
05-322	"Democracy Day" Town Hall Meetings in the West Bank	Arab Thought Forum	16,946.00
05-323	Supporting and Enhancing the Fairness of the 2nd Round of Local Elections in the Gaza Strip	Palestinian Commission for Refugee Right Protection	7,501.00
05-324	Enhancing the Democratic Behavior and Freedom of Expression among Primary Schools Students in Gaza City Through Drama	Community Training Center and Crisis Management	23,401.00
05-325	Supporting Democracy Day in Palestine (Gaza Strip)	Society for Developing Palestinian Refugee Camps	24,604.00
05-326	Life Skills Development for Youth in Bethlehem District	Center for Sustainable Development and Community Health (DAEM)	19,402.00
05-327	Preparation of Non-Partisan Voter Education Materials	Civic Forum Institute	20,757.00

Grant #	Grant Title	CSO Name	Total Tamkeen
05-328	Support the Voting Rights for the Deaf and Promote their Participation in Beit Lahia in the 2nd Round of the Local Elections	Jabalia Rehabilitation Society	8,268.00
05-329	Support the Voting Rights for the Deaf and Promote their Participation in BureijCamp, Wady El-Saiqa, Moghraqa and Juher El Deik in the 2nd Round of the Local Elections	Maghazi Community Rehabilitation Society (MCRS)	11,546.00
05-330	Support the Voting Rights for the Deaf and Promote their Participation in Rafah, Abasan AlSagheera and Abassan Al Kabeera in the 2nd Round of the Local Elections	El Amal Rehabilitation Society - Rafah	15,235.00
05-331	Promoting Voter Participation and Candidate Forums in Support of Municipalities Participating in the 2nd Round of Local Elections in Biet Lahya Governorate	Palestinian Commission for Refugee Right Protection	15,744.00
05-332	Promoting Voter Participation and Candidate Forums in Support of Municipalities Participating in the 2nd Round of Local Elections/ Abassan Al Saghera & Al-Kabera	Al Sharq Center for Community Mental Health	16,395.26
05-333	Promoting Voter Participation and Candidate Forums in Support of Municipalities Participating in the 2nd Round of Local Elections in the Middle Area Governorate	Palestinian Association for Human Rights Education and Democracy (Our Rights)	18,718.00
05-334	Promoting Voter Participation and Candidate Forums in Support of Municipalities Participating in the 2nd Round of Local Elections/Rafah Governorates	Society for Developing Palestinian Refugee Camps	16,603.00
05-335	Candidate forums participating in the 2nd round of local elections in Abassan Al Kabera and El Saghera Governorates	Human Development Association	7,820.00
05-336	Promoting Voter Education among the Islamic University Students in Support of the 2nd Round of Local Elections in Gaza Strip	Community Services & Continuing Education Deanship (CSCED)	12,440.32
05-337	Informing the Citizens about Upcoming Local Elections	Civic Forum Institute	16534.00
05-338	Promoting Voter Participation and Candidate Forums in Support of Municipalities Participating in the 2nd Round of Local Elections/ Jenin and Tubas Governorates	Local Committee for the Rehabilitation of Disabled / Jenin	19,779.00

Grant #	Grant Title	CSO Name	Total Tamkeen
05-339	Promoting Voter Participation and Candidate Forums in Support of Municipalities Participating in the 2nd Round of Local Elections/Nablus and Tulkarem Governorates	Palestinian Center for Democracy & Conflict Resolution (PCDCR)	21,200.00
05-340	Promoting Voter Participation and Candidate Forums in Support of Municipalities Participating in the 2nd Round of Local Elections/Nablus and Qalqilya Governorates	Al-Lod Charitable Society	22,473.00
05-341	Promoting Voter Participation and Candidate Forums in Support of Municipalities Participating in the 2nd Round of Local Elections/Hebron Governorates	Bani Na'eem Charitable Society	22,709.00
05-342	Promoting Voter Participation and Candidate Forums in Support of Municipalities Participating in the 2nd Round of Local Elections/Ramallah Governorates	Association of Women Committees for Social Work in Palestine	23,400.00
05-343	Candidate Forums in support of municipalities participating in the 2nd round of local elections in the West Bank	Arab Thought Forum	23,288.00
05-344	Promoting Voter Participation and Candidate Forums in Support of Municipalities Participating in the 2nd Round of Local Elections 5/5/2005 Governorate	Al Mawrid Teacher Development Center	19,096.00
05-345	Promoting Voter Participation and Candidate Forums in Support of Municipalities Participating in the 2nd Round of Local Elections/Bethlehem Governorates	Al Hares Center for Research & Media	16,885.00
05-346	Reach out for Youth to Increase the Level of Co-Existence in the Bethlehem Area	Palestinian Center for Research and Cultural Dialogue	17,340.00
05-347	Enhancing Civic Education and Concepts of Democracy in Schools of the Northern Area of Gaza Strip	Palestinian Association for Human Rights Education and Democracy (Our Rights)	5,345.00
05-348	Promote the Role of Al Aqsa University Students in Democracy and Reform Issues	Community Training Center and Crisis Management	3,163.00
05-349	Early Intervention Program to Identify and Improve the Living Conditions of Individuals with Down's Syndrome	Right to Live Society for Children with Down's Syndrome	5,729.00
05-350	Accounting Software	Women and Child Development Association	2,678.00
05-351	Accounting Software	Al Sharq Center for Community Mental Health	1,000.00

Grant #	Grant Title	CSO Name	Total Tamkeen
05-352	Promoting the Rights of the Deaf in Jabalia Town and Ebad El rahman Area	Jabalia Rehabilitation Society	16,190.00
05-353	Computer + Equipments	Al Mustakbal Foundation for Strategic and policy Studies	
05-354	Altering Negative Attitudes Towards the Rights of the Disabled in the Jenin Area	Local Committee for the Rehabilitation of Disabled / Jenin	7,699.00
05-355	Young Women's Leadership Program- Ramallah Governorate	Association of Women Committees for Social Work	7,435.00
05-356	Computer	Al Mawrid Teacher Development Center	9,147.00
05-357	Equipments + Computer	Al Hares Center for Research & Media	15,028.00
05-360	Fair Opportunities for Juvenile Rehabilitation	Young Artists Forum	41,836.00
05-361	Observing 2nd Round of local elections in Jerusalem Districts	Arab Thought Forum	2,790.00
Total			15,836,229.00